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# TAXI INDUSTRY ANALYSIS CITY OF SAN FRANCISCO



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Special thanks to the members of the Taxi Committee who contributed insight and information towards improving the industry.

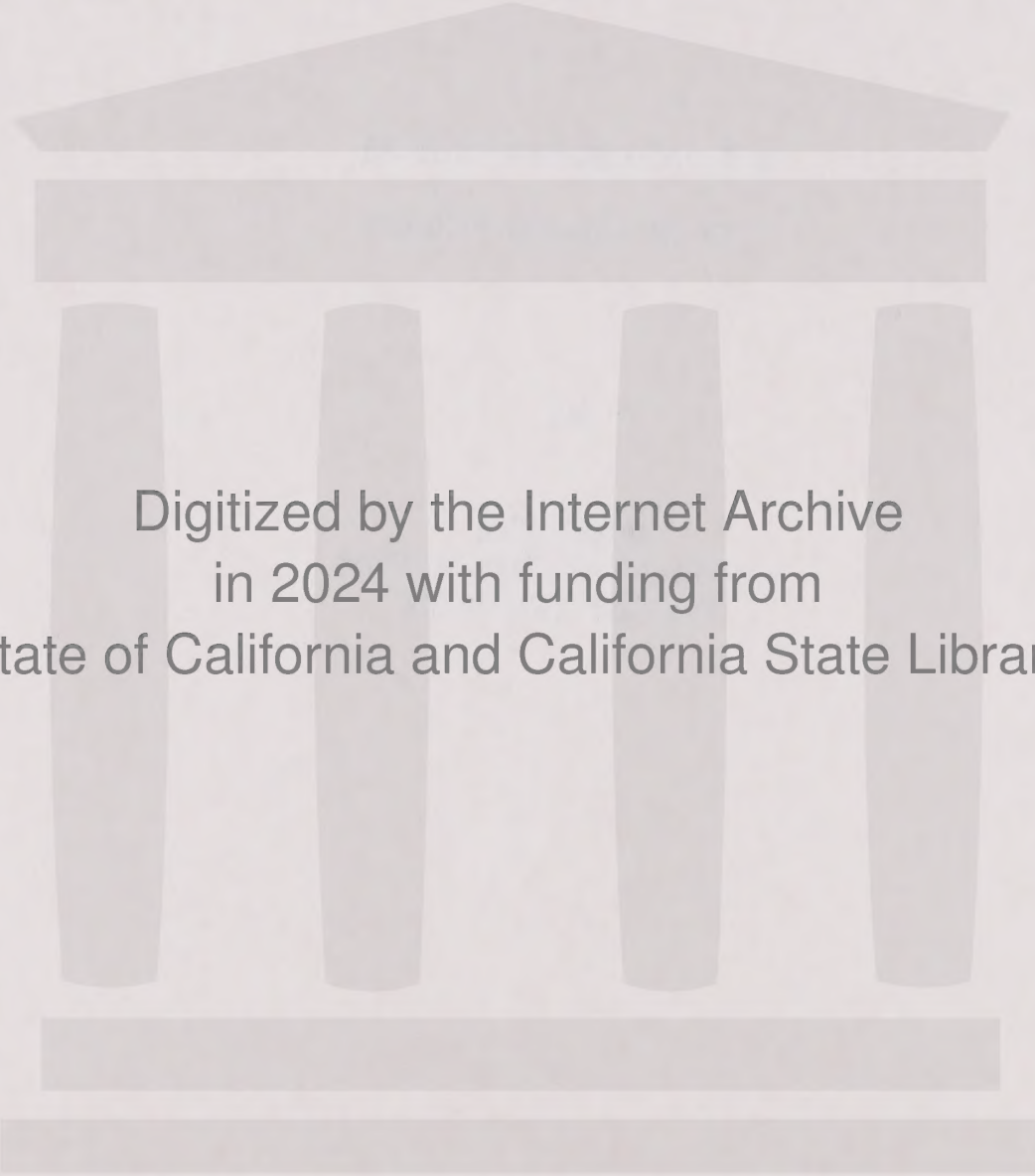
# **TAXI INDUSTRY ANALYSIS**

## **CITY OF SAN FRANCISCO**

**BY**

**JERRY LEE  
ASSISTANT TO THE MAYOR  
SPECIAL PROJECTS**

**DECEMBER 1990**



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## ACKNOWLEDGEMENTS

Special thanks to the members of the Taxi Committee who contributed insight and information towards improving the industry:

Ed Burke	Cab Drivers Assn.
Linda Flanders	SFPD Taxi Detail
Bob Franklin	Teamster Local 278
Marv Gralnick	Cab Owners Assn.
Al Hall	Cab Drivers Assn.
Jote Kejela	SF Taxi Drivers Assn.
Gary Manini	SFPD Taxi Detail
Bob Migdal	Permit Applicant
Frank O'Malley	Captain, SFIA Police
Cliff O'Neill	United Taxicab Workers/CWA 9410
Bob Parvin	Landside Management SFIA
Jim Steele	Cab Owners Assn.
Farrell Susslow	SFPD Taxi Detail



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1. Total miles per day
2. Total gallons of gas
3. Total miles in and out of the city
4. Number of miles worked
5. Revenue per meter
6. Revenue per day

Can a few city employees, including Police Capt. are able to produce data on the above list without the proper business data that all the city companies the City cannot make a proper decision on.

1. Number of calls needed
2. Meter sales
3. Taxi fare



## I. INTRODUCTION

This is a status report of the Taxi Industry in the City of San Francisco. Its intent is to provide an overview of the taxi industry as it exists today.

This report also contains recommendations to improve service and control costs.

The taxi industry in the City of San Francisco plays a major role as a mode of transportation relied upon by citizens and visitors. Because of the major changes brought about by Proposition K in 1978 (Nontransferable Permits & Lease Drivers), the City must monitor key elements within the taxi industry in order to ensure that the taxi services provide the following:

1. Adequate service
2. Safe service
3. Reasonable cost
4. Livelihood for the professional drivers

The main problem with trying to draw any type of conclusion regarding taxi service in San Francisco is that we lack historical operating data on the industry itself. Over the years, due to a shortage of funding and manning, the Controller's Office has been unsuccessful in collecting the yearly financial records from every permit holder although these reports are legally required. Permit holders should inform the Controller's Office of:

1. Total miles paid and dead
2. Total gallons of gas
3. Total trips in and out of the City
4. Number of shifts worked
5. Revenue per month
6. Revenue per day

Only a few cab companies, including Yellow Cab, are able to produce data on the above. But without the proper historical data from all the cab companies, the City cannot make a proper decision on:

1. Number of cabs needed
2. Meter rates
3. Taxi fees





At this point, any attempt to make decisions would be guesswork. In all the existing reports that have been written, none present actual operating statistics of the taxi industry. Numerous reports cite and compare cab ratios from other cities as they compare to San Francisco in:

1. Cabs per square mile
2. Cabs per population
3. Cabs per hotel room
4. Cabs per airline passenger
5. Cabs per capita

In some cases, the ratio comparison may raise a valid point, but before we decide to adopt existing outside cab ratios as our own, we must analyze the taxi regulations, structure, and market conditions of those cities and determine if these elements are applicable to San Francisco.

One of the key points to consider when comparing San Francisco to other cities is the ownership of cab permits, also known as medallions. In some cities, the permit holder is also the owner of the cab, while in other cities, the cab companies own all the permits.

And before we consider adopting other cities' taxi ratios, we must also ask if we are willing to adopt their fee schedules and regulation manning as well. We must focus our concern with the impact to the following items:

1. Quality of service to the general public
2. Economic stability of the taxi industry
3. The industry's current operating statistics

In any business, marketing surveys and operation analyses are key elements in determining what the public wants and how to achieve those goals. Neither the taxi industry nor the San Francisco Police Department's Taxi Detail has performed such ongoing analyses. Without such tools, sound decisions cannot be reached without drastically affecting service, cost, and the people trying to make a living as cab drivers.





Listed below is a recap of the City's current taxi operating statistics as provided by the SF Taxi Detail for 1989:

Taxi companies	33
Issued permits	811
Shifts per car	2.5
Total shifts per day	2028
Operating shift per car	24
Total operational hours	19464
Active drivers	2600
Occasional drivers	1400
Total drivers	4000
Operating fleet (with spares)	1000
Permit waiting list	760
Longest waiting permittee	10 years
Newest applicant	2 weeks
Average trips per car	Unknown
Average travel time per trip	Unknown
Average response time	Unknown
Total trips per year	Unknown



Following is a list of the City's current operating fleet of 811 cabs for 1989:

CAB COMPANY		FLEET SIZE
1.	Yellow	277
2.	Veterans	84
3.	Luxor	80
4.	City	69
5.	Desoto	87
6.	National	42
7.	Allied	29
8.	Pacific	29
9.	Sunshine	22
10.	United	16
11.	Diamond	9
12.	Lorries	9
13.	Bluebird	5
14.	Ruby	5
15.	Orange	4
16.	American	4
17.	Universal	4
18.	Day & Day	4
19.	B & W Checker	4
20.	Central	3
21.	SF Taxi	3
22.	Star	3
23.	Bayshore	3
24.	Friendly	3
25.	Pioneer	2
26.	Golden	2
27.	Red & White	2
28.	King	2
29.	Federal	1
30.	Arrow	1
31.	Model	1
32.	Ocean	1
33.	Lucky	1
TOTAL		811





## II. TAXI PERMITS

In San Francisco, taxi permits (rights to operate a taxi in the City) are issued to individuals by the San Francisco Police Department. Presently, 811 permits have been issued and there are 741 applicants on the waiting list, the longest wait being ten years and the most recent being two weeks. The initial cost for a taxi permit, including refiling fees (updating filing information), is \$246, \$123 for the initial application and advertising and \$123 for issuance filing and re-advertising.

## III. PERMIT USE

Following is a recap of how taxi permits are utilized in San Francisco:

1. A taxi company contacts the permit holder with the intent of leasing the operating permit.
2. A permit is issued to an individual who becomes a permit holder.
3. The taxi company offers to provide a cab to the permit holder to drive, for a nominal daily fee, plus a monetary amount for the use of his permit.
4. The taxi company takes the leased permit, applies it to one of the company cabs and leases the car out to independent drivers.
5. The original holder of a post Prop K permit must meet certain requirements to maintain ownership:
  - a. Must drive at least four hours per day
  - b. Must drive 75% of the business days in a calendar year (39 weeks or 195 business days)
6. The owner of a pre Prop K permit is not held to a driving requirement in order to maintain ownership of the permit.
7. Monthly lease fees to the permit holders are paid, which can range from \$1,000 to \$2,000 per month. Pre Prop K permits command higher lease payments because there is no driving requirement of the owner, thus making the permit more available to non owner drivers.





8. The return for the permit owner's investment of \$116, the annual renewal fee, can range from \$12,000 to \$24,000 per annum. This income is derived from the leasing of his permit when he is not using it. It is received in addition to any income the permit holder may earn from driving a taxi. It is important to note that the more a permit holder drives, the less he will receive in monthly fees from the company.
9. Some lease agreements are verbal and no supporting documentation exists.
10. Copies of lease agreements are not kept on record with the SFPD Taxi Detail.
11. Bidding an excessive amount by a company for the use of a permit is common. The costs are recovered through increased driver gate fees.

#### IV. TAXI DRIVERS

The taxi driver operates under the "independent contractor" concept which is illustrated as follows:

1. The taxi company leases the use of the cab to a driver.
2. The cab driver pays a "gate fee" (daily rental charge) to the cab company for the use of the vehicle.
3. Any income derived from driving the taxi belongs to the driver.
4. The cab driver is not operating as an employee of the cab company; he is an Independent Leased Operator/Independent Contractor.
5. Some company lease agreements do not require a driver to respond to radio calls. If a driver does answer the radio, he must proceed to the pickup point or be held for refusing to convey.
6. The independent contractor concept relieves the cab companies of any obligation to provide employer/employee benefits or insurance, including worker's compensation. Most of the larger cab companies in San Francisco carry worker's compensation insurance.
7. San Francisco taxi drivers have no labor bargaining rights since the National Labor Relations Board has ruled in individual cases that they are not entitled to such rights as "independent contractors".



Note: Prior to 1978, city ordinances required drivers to be cab company employees. Proposition K omitted the language guaranteeing the employee status of non-permit holders, allowing the cab companies to phase out their employee drivers in favor of independent contractors.

8. The cab driver is solely responsible for his own conduct while driving the cab and does not represent the view of the taxi company.

One of the arguments for increasing the fleet size is that it will force the drivers to work harder to find fares which will, in turn, create a greater incentive to respond to radio calls. However, SFPD complaint figures and the results of neighborhood surveys suggests that response time problems may be isolated occurrences. Furthermore, previous increases in the number of taxi permits have not been effective in correcting response time problems because under present conditions the taxi companies' priority is to obtain as many permits to lease in order to generate income from gate fees.

A sampling of cities shows that various methods are used to hold cab companies accountable for response time and service. One method used by other cities allows the companies to own the operating permits while the drivers are company employees.

In other cities, the permit holder is the actual owner of the taxi cab. The owner is held responsible for the conduct of those people who lease his cab. The permit owner would join a company in order to obtain cab color affiliation and radio dispatch services. After the permit holder has driven for an eight hour shift, the company would then lease the available vehicle to another driver.

## V. GATE FEES

The gate fee is the daily amount charged to a driver by the companies for the use of a cab. The current rate is about \$65 per day per shift. Gate fees are not regulated by the City, and therefore, they are based on what the companies can demand and what the market will bear. There is no formal schedule of gate increases nor is there a review or approval process. Gates can go up at any given time.

Taxi companies generally increase gate fees to recover operating costs and the cost of permit lease fees. In order for a company to maintain its operating fleet, it must meet or beat the constant monetary bids from competing cab companies for the use of existing permits.

In return for the gate fees, the taxi companies maintain and repair the vehicles. It should





be noted that the amount of the gate fees reflect the level of services provided by the taxi companies which may vary to a great extent. Some companies provide computer dispatching, a better quality of cars, newer cars, and more available spare cars.

The city of Boston currently controls the gates that can be charged, the reason for this being that the gate fees originally set by the companies were so high that many professional drivers were getting out of the business. This caused a decline in the quality of drivers and affected the quality of service to the public.

Boston felt that, in order to ensure that public convenience and necessity were met, based not just on the number of cabs but also on the quality of drivers, gate fee controls must be implemented.

## VI. METER RATES

Taxi meter rates have not increased in the last four years in San Francisco. An ordinance in the City Charter which would have allowed for an automatic adjustment in meter rates due to the rising cost of gasoline prices was deleted five years ago. Because of this condition, drivers have been unable to keep up with the cost of living.

On February 14, 1979, City Controller John Farrell issued a memo entitled "Controller's Regulations for Taxi Cabs and Other Vehicles for Hire as Required by Prop K, Maintaining Financial and Accounting Records". This memo outlined the guidelines to follow regarding the yearly filing of financial records of permit owners with the City of San Francisco. The requested information is noted on Page 3 of this report.

None of the required information has ever been submitted because the City funds necessary to establish the manpower to process it is not available. Without such key information, the City cannot properly determine the necessity of a meter rate increase other than by using the City's cost of living index as the basis for approval of a rate increase.

Meter rates are approved by the City, yet permit lease rates and gate fees are not. The average driver is caught in the middle of having to pay the cost of rising gas costs and uncontrolled gate fees directly out of their pockets.



## VII. NUMBER OF TAXIS NEEDED

Every year, presentations are made before the Police Commission regarding the need for additional taxis based on Public Necessity and Convenience. The two opposing views are usually:

1. Applicants waiting for permits - Those who feel that additional taxis will create lower gates, lower taxi rates, improve service, and increase competition.
2. Working drivers/existing permit holders - Those who feel that additional cabs would saturate the market, making it difficult for drivers to earn a living, thereby forcing the professional driver to leave the industry, resulting in poor service to the general public.

The burden of convincing the commission that the public will be better served by additional cabs rests on the proponent of adding more cabs (usually a permit applicant).

The content of the hearings have drifted away from addressing the public's needs to hearings of statistical comparison, presented by both opposing parties, which may or may not be accurate or even applicable to the issue at hand.

The Police Commission does not have a measurable gauge to use in determining the proper number of taxi permits. In terms of the City's long range taxi needs, the Taxi Detail has been unable to provide actual statistical data regarding the state of the taxi industry for analysis by the Police Commission.

Listed below are the criteria used by other cities in establishing the number of taxi permits issued:

1. San Diego                                      Service response time; number of complaints

Four years ago, San Diego created an open entry policy, which meant that anyone who wanted to start a cab service in San Diego was allowed to do so. In one year, the city's cab numbers went from 400 to 950. This enormous increase created chaos within the taxi industry in San Diego. Since then, San Diego has imposed a four year freeze on the issuance of taxi operating permits and has also placed a moratorium on the reissuance of returned permits.





2. Los Angeles

Service response time; number of complaints; total trips per car; passengers per car; and average time per trip

Los Angeles appointed a committee to determine taxi needs comprised of the representatives from these groups--

  - a. City
  - b. Police
  - c. Cab companies
  - d. Taxi drivers
  - e. Citizen groups
3. Sacramento

Open entry (anyone who desires a taxi permit may apply and be issued one)
4. Oakland

Public Convenience and Necessity (PCN) Hearings

Oakland will be entering its fourth year of a freeze in taxi permits.
5. Las Vegas

Service response time; number of complaints; total trips per car; passengers per car; average time per trip; PCN Hearings
6. San Francisco

Service response time; number of complaints; PCN Hearings



## VIII. TRACKING REPORT

This year, a method of tracking the taxi industry in San Francisco was developed. The Taxi Industry Tracking Report is a computer program designed as a means of operationally tracking 53 key elements in the taxi business.

Input to the design of the Tracking Report was submitted by members of the Mayor's Taxi Committee:

Ed Burke	Cab Drivers Assn.
Linda Flanders	SFPD Taxi Detail
Bob Franklin	Teamster Local 278
Marv Gralnick	Cab Owners Assn.
Al Hall	Cab Drivers Assn.
Jote Kejela	SF Taxi Drivers Assn.
Jerry Lee	Mayor's Office
Gary Manini	SFPD Taxi Detail
Bob Migdal	Permit Applicant
Frank O'Malley	Captain, SFIA Police
Cliff O'Neill	United Taxicab Workers
Bob Parvin	Landside Management SFIA
Jim Steele	Cab Owners Assn.

A sample of the Tracking Report appears at the end of this section.

The Tracking Report provides information which can be used by the Police Commission and the public to analyze the economic state of the taxi industry and its operating efficiency. The report will be able to simulate results of proposed actions on the industry and show the possible impacts.

This is a tool meant to be used as a means of operationally reviewing the industry's statistics but, because of the human factor involved, it should be not be used solely to create a strict mathematical formula to determine medallion issuances. The findings of the Tracking Report will furnish recommendations; it is not meant to replace PCN Hearings or the decision making process of the Police Commission.

The Tracking Report may be used to verify the accuracy of evidence presented at PCN Hearings and aid the Police Commission in assessing the validity and relevance of arguments and in acting on proposals or recommendations.





The Tracking Report will provide:

1. The operational state of the industry
2. The economic status of the industry
3. The ability to analyze the industry
4. The ability to monitor past trends
5. The ability to determine future needs

## REPORT STRUCTURE

The Tracking Report is comprised of three pages--

Page 1 lists the past/current actual operating statistics of the taxi industry;

Page 2 lists the outside elements affecting the taxi industry. (This will also confirm the findings of Page 1.

Page 3 describes the health and economic stability of the industry.

## ANALYSIS

It is the goal of any business to operate at its the most efficient level. In the taxi industry, this is defined as the largest number of customers served versus the smallest number unserved.

The Tracking Report classifies this as "Trips Per Shift". The goal would be to obtain the highest number of customers served in a safe and reasonable manner with the lowest number of service complaints possible. Other factors, such as refusal complaints, A-card renewal, and idle permits are directly relevant to the quality of service and must be considered.

Refusal complaints can be the result of a driver waiting between fares for a larger fare. The cause of this may be an economically unstable industry, e.g., decreased trips per shift or individual greed. In either case, both would have to be reviewed.

A-cards, or taxi driver permits, are renewed yearly. The number of available shifts is fixed and a high number of newly issued A-cards means that the industry is undergoing a high turnover rate. A reduction in the renewal rate of A-cards means a loss in the number of professional drivers. A stable or high number of A-card renewals indicates a healthy



industry since experienced drivers are staying in the cab business. A substantial increase in the issuance of new A-cards indicates the introduction of more inexperienced taxi drivers into the system and an economically weak industry.

Idle permits indicate that there are not sufficient taxi trips (business) to economically support the vehicle on the road. This number also reflects loss of company revenue.

Response complaints are registered when a customer feels that he waited too long for a taxi. This problem may be caused by an unsatisfactory dispatch system, a result of inadequate phone service or radio dispatching, or when the number of calls exceed the number of available taxis. It must be noted that the integrity of the number of response complaints must be reviewed for validity and accuracy.

Airport passenger traffic, hotel occupancy, and the number of shuttle vans and limousines show the actual state of outside factors which affect the taxi industry. Analysis of these numbers in the Tracking Report demonstrate the extent of their influence.

## MAINTENANCE

The SFPD Taxi Detail will maintain the Tracking Report. Statistics are currently accessible and can be accumulated from several sources--the State PUC, San Francisco Convention and Visitor's Bureau, San Francisco International Airport Landside Operations, the cab companies, neighborhood surveys, and possibly the Controller's Office.

The Tracking Report will be made available to the general public at a fee which recovers the cost of reproduction. It should also be made available at least four to six weeks before the Police Commission opens hearings on PCN. The report will be a key item of reference during the development of the annual staff report to the Police Commission.

## REFINEMENTS

The structure of the Tracking Report, along with the elements being tracked, should be reviewed for refinement yearly. Input by the industry into the refinement process is crucial if this is meant to be a working tool.

## CHECKS AND BALANCES

No single element should be used as a basis of findings. All the findings must be supported by multiple indices.





## TRACKING DEVIATIONS

A certain degree of error will occur when attempting to track numbers that have never been obtained or requested. At the current time, a rule of deviation cannot be established for any element. This will be resolved once the Tracking Report has been established and functioning.

## DEFINITION OF TERMS

1. YRS (input item)  
Calendar year being identified
2. ISSUED PERMITS (calculated item)  
Number of permits that are currently issued
3. PERMITS ON ROAD (input item)  
Number of permits that are actively on the road
4. IDLE PERMITS (input item)  
Number of permits that have no drivers available  
\*A high number would suggest that the volume of business is not adequate, or possibly that gate fees are too high.
5. PERCENT IDLE (calculated item)  
The percentage of permits idle against the number of total permits issued
6. FLEET ADJUSTMENT (input item)  
Cabs which would be added or subtracted from the fleet  
\*(-) in front of a number denotes a surplus of cabs which may indicate the need for subtraction through attrition.  
(The option of subtracting cabs due to a surplus has always been available to the Police Commission if warranted by PCN.)
7. TOTAL CAR/DAY (calculated item)  
Number of permits available multiplied by the number of shifts available (2)
8. CAR DAYS/YEAR (calculated item)  
Number of total cars per day multiplied by the number of days in a year (365)



9. TOTAL TRIPS (input item)  
Total number of trips generated industry wide for a calendar year  
\*An increase or decrease in this number would determine the actual economic and operating state of the industry.
10. GROWTH RATE (calculated item)  
The rate of growth as it compares to the previous year
11. TRIP/CAR (calculated item)  
The number of trips that can be handled per car, per shift
12. TOTAL REFUSAL COMPLAINTS (input item)  
The total number of complaints for refusal to destination  
\*An increase/decrease may suggest a change in economic conditions.
13. TOTAL RESPONSE COMPLAINTS (input item)  
Total number of complaints for service due to slow or non-response of a cab  
\*An increase in this number may suggest a shortage of cabs at a certain hour, or a dispatching problem, while a decrease could suggest the opposite.
14. TOT TRIPS PER REFUSAL COMPLAINT 1 PER (calculated item)  
The ratio of refusal complaints per total taxi trips  
\*An increase or decrease in this number would help determine the actual economic and operating state of the industry.
15. % EFF PER TOT TRIPS (calculated item)  
The percentage of complaints compared to the total number of trips
16. TOT TRIPS PER RESPONSE COMPLAINT 1 PER (calculated field)  
The ratio of response complaints per total taxi trips
17. TOTAL RADIO CALLS (input item)  
Total number of phone calls requesting a cab  
\*An increase or decrease in this number is also reflective of the industry's total trips generated.
18. PERCENT RADIO CALLS/TOT TRIP (calculated item)  
The percentage of radio calls as compared to the total number of trips  
\*An increase or decrease in this number is also reflective of the industry's total trips generated.



19. AIRPORT PASSENGER VOLUME (input item)  
Total number of passenger volume that is coming in and out of the San Francisco International Airport--this figure will be a June to June reporting  
\*An increase or decrease in this number is reflective of the van and limousine activity, causing total taxi trips to remain stable or decrease.
20. CAB AIRPORT EXITS (input item)  
The number of times a cab leaves the SF Airport with a fare  
\*An increase or decrease in this number is also reflective of the industry's total trips generated. From an economic standpoint, this area has the highest impact on the industry.
21. AIRPORT PSG/CAB EXIT RATIO 1 PER (calculated item)  
The ratio of the number of passengers counted before a cab exits the airport
22. AIRPORT PERCENT/TOTAL TRIPS (calculated item)  
The percentage of total airport cab exits against total trips
23. SHUTTLE VANS (input items)  
The total number of shuttle vans on the road licensed by the PUC  
\*An increase in this number would cause total taxi trips to decrease in the City and at the Airport.
24. AIRPORT VAN EXITS (input item)  
The number of times a van leaves the SF Airport with a fare  
\*An increase in this number would cause total taxi trips to decrease.
25. AIRPORT PSG/VAN EXIT RATIO 1 PER (calculated item)  
The ratio of the number of passengers counted before a van exits the Airport
26. LIMOS FOR HIRE (input item)  
The total number of limousines on the road licensed by the PUC  
\*An increase in this number would cause total taxi trips to decrease.
27. TOT OVERNIGHT GUEST (input item)  
The total number of guests staying at San Francisco hotels
28. TOTAL A-CARDS ISSUED (input item)  
Total number of driver permits issued by the City  
\*Since the number of shifts are fixed, a high number here would mean that the industry is experiencing a high rate of turnover.





29. A CARD DRIVER RENEWAL (input item)  
The number of experienced drivers who have renewed their A-cards  
\*An increase in this number indicates that the industry is viewed as a healthy one to work in, whereas a decrease would mean the opposite.
30. AVERAGE MONTHLY PERMIT LEASE RATE (input item)  
Current dollar rate being charged for a company to lease a taxi permit  
\*An increase or decrease in this area will affect the "average daily gate".
31. AVERAGE DAILY GATE (input item)  
Current daily fee charged to drivers to use a cab  
\*An increase here will affect driver renewals, and A-card issuances if the taxi trips are not there to support it.
32. SECURITY DEPOSIT (input item)  
Current dollar rate being charged as security deposits by cab companies  
\*An increase here will affect driver renewals, and A-card issuances if the taxi trips are not there to support it.
33. AVERAGE METER DROP (input item)  
Current dollar rate of the initial flag drop regulated by the City
34. AVERAGE MILEAGE RATE (input item)  
Current dollar rate of mileage as regulated by the City
35. AVERAGE METER WAITING TIME (input item)  
Current dollar rate of the meter waiting time regulated by the City



05/15/90

05/15/70

ISSUED PERMITS	IDLE PERCENT	ADDL	TOTAL CAR/	CAR DAYS/	TOTAL	GROWTH	TRIP/	TOTAL	TOTAL	TOTAL	GROWTH	TOT TRIPS	%	TOT TRIPS	%
YRS	PERMITS ON ROAD	CABS	DAY	YEAR	TRIPS	RATE	CAR	REFUSAL	RESPONSE	COMPLAINTS	RATE	PER COMPLAINT	EFF PER	PER COMPLAINT	EFF PER
								COMPLAINTS	COMPLAINTS			1 PER	TOT TRIPS	1 PER	TOT TRIPS
1983	711	711	0	0.0%	0	1422	519030								
1984	761	761	0	0.0%	50	1522	555530								
1985	761	761	0	0.0%	0	1522	555530								
1986	761	761	0	0.0%	0	1522	555530								
1987	811	811	0	0.0%	50	1622	592030								
1988	811	811	0	0.0%	0	1622	592030	12,610,239	21.3	284	114	398	44,402	0.0032%	110,616
1989	811	790	21	2.6%	0	1622	592030	12,283,710	-2.6%	20.7					
1990 ACT	811	738	73	9.0%	0	1622	592030	11,475,162	-6.6%	19.4					
1991 ACT	811	770	41	5.1%	0	1622	592030	11,819,417	3.0%	20.0					
1992 ACT															
1993 ACT															
1994 ACT															

TRIPS PER SHIFT ARE ADJUSTABLE TO REFLECT CURRENT INDUSTRY TRENDS

1989 & 1990 reflects 21.3 trips per shift (national average) times the actual number of  
of cabs on road, divided by the issued number of permits.





[illegible]



[illegible]



## IX. CURRENT FLEET USAGE

Recapped below is an analysis of the average daily fleet usage of the Yellow Cab Company, Veterans Cab Company, and Desoto Cab Company for the last four months of 1989. The analysis will compare the number of cars available versus the number of cars left unfilled. The above mentioned cab companies represent 55% of the current taxi fleet available.

	CARS FILLED	CARS AVAIL	CARS UNUSED	PERCENT NOT USED
SEPTEMBER	417	448	31	7%
OCTOBER	406	448	35	8%
NOVEMBER	394	448	54	12%
DECEMBER	401	448	47	10%
<b>AVERAGE</b>	<b>405</b>	<b>448</b>	<b>43</b>	<b>10%</b>

Out of a total city wide fleet of 811 taxis, we potentially have 10%, or 81 cabs, sitting idle each day without drivers to fill them. Eighty-one cars idle per day costs the companies an estimated \$5,268 per day at \$65 per day per car. If the companies were to reduce the daily gate fees across the board for all 811 cars in hopes of moving the idle, it would cost the companies about \$12,165 at a reduction of \$15 per day per car. Economically, it is cheaper for the companies to let the idle taxis sit, but this is not to say that they prefer this situation as any idle car is a loss in income to the companies.

## X. TAXI COMPLAINTS

Listed below is a recap of the number of complaints taken from 1986 through July 1989. There are two important points to note:

1. The number of complaints only reflect those calls to the Taxi Detail of the SFPD and not the complaints generated at the San Francisco Airport or those complaints which went directly to the cab companies.
2. The number of complaints are also reflective of the individuals who are aware of the SFPD Taxi Detail. Calling the Police Department to report a taxi complaint is not common knowledge.





The number of complaints by year are broken down as follows:

1986	872
1987	604
1988	471
1989	437

Following is a breakdown and comparison of taxi complaints generated in San Francisco for the years 1988 and 1989:

	1988	1989	Diff
Refusals to destination	25%	14%	-11%
Lost property	17%	13%	-4%
Driver abusive	13%	35%	+22%
Response time	3%	1%	-2%
Overcharge	8%	11%	+3%
*Regulation Violations	34%	26%	-8%

\*The SFPD Taxi Detail includes regulations violations with customer complaints.

## XI. SAN FRANCISCO INTERNATIONAL AIRPORT TAXI COMPLAINTS

Shown below is a recap of the complaints at the San Francisco International Airport for the years 1987, 1988 and 1989. Customer complaints on San Francisco cabs were reported to the SFIA Police.

YEAR	#INCIDENTS	DIFF
1987	2535	
1988	2078	-18%
1989	2465	+19%

The breakdown of the complaints for 1989 are as follows:

Refusals to destination	197	(8%)
Driver abusive	49	(2%)
*Airport regulation violations	2218	(90%)

\*Airport regulation violation is defined as an infraction of cab airport operation rules and is not an actual customer complaint.



The mayors of nearby Peninsula cities are considering a formal request to City Officials to allow cabs from their cities to pickup at the Airport as the result of a number of complaints of refusals by SF cabs to destination requested by Peninsula residents.

Current refusal at the SF Airport for 1989 totaled 197 and total cab exits totaled 655,774. The complaint rate equates to one refusal for every 3,328 cab exits out of the Airport.

## XII. TAXI FINES AND PENALTIES

The City administers one of the following methods when dealing with drivers who prompt numerous complaints:

1. Admonishment
2. Reprimand
3. Probation
4. Suspension
5. Revocation

No fine is imposed even if a complaint is found to be valid to compensate the City for the time a police officer spends investigating a complaint.

In the City: 437 complaints

Refusals to destination	62	(14%)
Driver abusive	153	(35%)
Regulation violations	113	(26%)
Response time	4	( 1%)
Overcharge	48	(11%)
Lost property	57	(13%)

At the Airport: 2464 complaints

Refusals to destination	197	( 8%)
Driver abusive	49	( 2%)
Airport regulation violation	2218	(90%)





### XIII. SAN FRANCISCO AIRPORT STAGING

The San Francisco Airport can contain 140 cabs at one given time. The breakdown of the staging areas are as follows:

20	Immediate passenger zones
40	Primary holding lot
80	Overflow lot
140	Total staging capability

Those cabs waiting in the overflow lot may sometimes wait in excess of one and one-half hours before getting to the immediate passenger zone.

During those times when business is very slow at the Airport and more cabs arrive than the lot can hold, the Airport will close the staging lot for a designated amount of time or until there is room to accommodate more cabs. Drivers are then encouraged to return to the City.

### XIV. VEHICLE SAFETY

On Wednesday, December 20, 1989, the San Francisco Police Department Taxicab Section, in conjunction with the California Highway Patrol Motor Carrier Safety Division, the California Public Utilities Commission, and the San Francisco Airport Police, conducted unannounced mechanical inspections of San Francisco taxicabs at the San Francisco International Airport.

The surprise vehicle inspections came about after the Taxicab Detail received several anonymous letters and telephone calls from drivers complaining about the unsafe condition of vehicles that they were forced to drive. The drivers refused to come forward with their complains nor would they bring their vehicles in for inspection because they feared having their leases terminated by the companies and being blackballed from the industry.

Because the SFPD Taxicab Detail does not have at its disposal the mechanical expertise necessary to conduct a detailed safety inspection, the assistance of the California Highway Patrol was requested through Capt. Donald Sly of the CHP Golden Gate Division and Mike Van Buskirk of the CHP Motor Carrier Safety Division.

A total of 40 taxicabs were inspected by the California Highway Patrol Motor Carrier Safety Division. Of the 40 inspected, eight cabs were placed out of service immediately and the



drivers were not allowed to drive them away due to serious mechanical problems. An additional 21 vehicles were cited for multiple mechanical violations, and 11 passed with no apparent defects. The most serious violations noted by the CHP were steering and brake problems. Both of these disorders are capable of causing serious harm to the general public and to the drivers.

Another serious problem the CHP noted was that on 12 vehicles, the smog control devices had been tampered with or disconnected completely. The CHP mechanic stated that it would be impossible for any of these vehicles to pass the biannual smog inspection required by the Department of Motor Vehicles. And yet, annually, each of these taxicabs is required to show to the Airport Police a valid smog certificate. These certificates are usually issued by mechanics who are employed by the taxicab companies.

The CHP suggested that the Board of Automotive Repair might be interested in conducting an investigation into this matter.

The unannounced inspection of taxicabs at the Airport confirmed the complaints of the drivers who contacted the Taxi Detail regarding the basic condition of San Francisco cabs. This inspection represents 5% of the fleet, a small but representative sample.

40 vehicles inspected	
11 passed inspection	(27%)
8 ordered off the road	(20%)
21 mechanical violations	(53%)

The results of this inspection may potentially mean that out of a fleet of 811 cabs:

219 may pass inspection
162 may be ordered off the streets
430 may have mechanical violations

It is stated that "potentially", this may be the condition of taxicabs in San Francisco. The problem is that there is no one in the Taxicab Detail or the San Francisco Airport Ground Transportation Unit who has the knowledge or the expertise to conduct detailed safety inspections.

This sample inspection clearly establishes the need for stricter vehicle inspection of taxicabs on a semi-annual basis. Although cabs are currently inspected annually, this inspection does not include a thorough mechanical evaluation. The sample inspection also indicates the need for proper mechanical training for those people who are assigned to oversee and perform taxicab inspections.



## **XV. TAXI OPINION SURVEY CONCLUSIONS**

A taxi opinion survey was sent to 300 neighborhood organizations all over the City and 72 associations responded. Eighteen questions in reference to taxicab service were asked. The questions and responses appear on the appendix of this report.

Based on the survey results, the overall citywide rating of cab service in our neighborhoods is favorable.

The areas in which the public perceives service flaws are:

1. Lack of mobile visibility
2. Making the public aware of other services such as Paratransit and Share-a-Ride

It should be noted that these are perceptions based on public opinion and should no way be considered actual flaws in service since no formal guideline has ever been established by the City to actually measure cab service.

The City is remiss in:

1. Letting the public know how to file a taxi complaint
2. Disciplinary enforcement for driver misconduct
3. Establishing service guidelines.

Of great concern is the fact that two neighborhoods associations did not rate the quality of service as favorable although the citywide results came to this conclusion. The neighborhoods are:

1. Bayview District
2. Excelsior District

The main complaints from these two areas are:

1. Lack of taxi accessibility
2. Long waits (over 30 minutes)
3. Driver's area knowledge

At present, the taxi industry only tracks the time between a telephone request for a cab and the time the radio call is transmitted to the drivers. There is no record of the time the driver actually arrives at the customer's location, so there is not record of actual response time.





Some of the service problems are not totally the fault of the drivers. Much of it lies with the lack of a citywide radio dispatch system. At this time, 33 cab systems operate their own two way radio systems or enlist the services of other cab companies to provide such service. Each radio service is on its own frequency and the following scenario may occur:

1. A Desoto Cab is standing at the corner of Union and Powell.
2. A customer calls for a Veterans Cab to Union and Larkin.
3. There is no Veterans Cab nearby so it takes 25 minutes to respond.
4. A complaint is generated regarding Veterans Cab's service.
5. Desoto Cab, which was two minutes away, was not aware of the call.
6. The Desoto Cab was not offered as the closest nearby cab.

The economic environment within the taxi industry is such that many drivers are reluctant to take the short residential or business runs since what they earn in fares is their income. The short runs are therefore viewed as less desirable and sometimes are not accepted by the drivers, who instead, will seek out more profitable sources of income such as the bigger downtown hotels for airport runs.

## **XVI. PARATRANSIT**

A discount taxi service, sponsored by the City and County of San Francisco, is available on a limited basis to qualified people unable to use public fixed route transportation (Muni).

Paratransit Service is provided by the San Francisco Municipal Railway under contracts with Luxor Cab Company, Yellow Cab Cooperative, City Cab, and Desoto Cab. Life support clients (e.g., people who may require treatment for kidney dialysis, chemotherapy, AIDS) receive priority placement. All applicants are placed on a waiting list and are provided service as funding becomes available.

To qualify for Paratransit taxi service in San Francisco, a person must be certified by a physician that he/she meets one of the following criteria:

1. Unable to get on or off a public transit bus
2. Unable to walk one block
3. Unable to stand for more than 10 minutes
4. Unable to keep balanced in a moving vehicle
5. Unable to grasp coins, tickets or handles
6. Unable to read and/or understand information, signs, and transit schedules or directions due to a development disability or blindness



Paratransit taxi scrip can be purchased through the Paratransit Broker. There are two fee rates. If a person's income is under \$625/month (or current SSI level), he/she would pay 10% of the face value of the scrip. For example, a \$30 book can be purchased for \$3.00. If a person's income is over \$625/month (or current SSI level), the cost of the scrip is 50% of its face value.

Drivers are paid by Paratransit passengers with the scrip. If the cab meter reads \$5.00, the passenger gives the driver \$5.00 in scrip. The driver would submit the total amount of script collected for the day to the cab company for reimbursement in cash. The driver does not lose any income in the transaction. The company, in turn, would submit the total scrip collected less 8% to the Paratransit Broker who would reimburse the cab company.

Participation in the Paratransit Program by the cab companies is voluntary. To participate, a company must meet certain criteria:

1. \$1 million liability and property insurance
2. Worker's compensation with limits of at least \$1 million
3. Drivers must attend a Paratransit training class
4. Equal employment opportunity employer
5. Non-discrimination in employment
6. Affirmative action program

Only four cab companies are in the Paratransit Program:

CAB COMPANY	*FLEET SIZE
Yellow Cab Cooperative	277
Luxor Cab	80
City Cab	69
Desoto Cab	87
TOTAL	513

\*1989 figures

Out of 33 cab companies, only four meet the City's Paratransit operating guidelines and are willing to join the program. The remaining 29 either do not qualify or do not wish to take part.

Only 513 of the City's cab fleet is currently made available for Paratransit, which means that 298 cabs are not used at all. One of the main reasons that some companies choose not to





participate is due to the length of time it takes to get reimbursed for services provided. In some cases, the wait can be as long as three months. Another reason for the lack of participation is because of the 8% discount which some companies feel they cannot afford.

With such a small number of companies involved in the Paratransit Program, service demands may not be met properly. Eventually, more cab permits may be issued. If the permit holder joins a company which does not participate in the program, the Paratransit waiting list cannot decrease and the needs of our disabled and elderly citizens will not be met because of the limited fleet size of those companies that are actively involved.

Another possible problem is the program's budget. As allocations for Paratransit are increased, the funds may sit idle due to a lack of participating or qualifying cab companies. As a result, the money to pay for the cab service is available but there may not be enough cabs to meet the ridership demands. With the funds idle, future allocations may be reduced.

It is anticipated that the need for cab rides for the elderly and disabled will more than triple in the next three years. In 1989, the total trips was 215,000; 430,000 trips is the estimate for the year 1990.

In 1989, the Paratransit program accounted for an estimated 1.7% of the total taxi trips generated. That number is expected to increase to 3.7%, partly due to the decrease in overall taxi trips caused by the decrease in tourism, and also because of the increase in Paratransit trips.

## **XVII. MARKETING**

Currently, there is little in the way of formal marketing or advertising of taxi services to the general public other than drivers promoting themselves or companies advertising in the Yellow Pages of the telephone directory, in weekly periodicals, or on cab signs posted at the San Francisco International Airport.

Marketing and advertising is limited because there is little incentive for the companies to do so once they have secured the cab leases. The cab companies have fulfilled their financial needs through the leasing of their cars to the drivers. Therefore, the general public is left unaware of the types of services that taxis offer, such as Share-a-Ride and Paratransit.



## XVIII. OPERATING RESTRICTIONS

During the daily operation of a cab, restrictions are imposed by City agencies which not only hinder the cab operator, but also the riding public.

1. Cabs are allowed entry into Golden Gate Park to drop off a passenger but they are not allowed to wait for a fare. A passenger who takes a cab into Golden Gate Park must leave the park grounds in order to find a cab or telephone for a taxi.
2. Commercial vehicles are not allowed to stand in Golden Gate Park, and cabs have been identified as commercial vehicles by the police patrolling the park. The cabs are ordered out. However, this policy is contradicted in the rest of the City, where if a cab parks in a yellow zone to pick up or drop off a passenger on the City streets, they may be cited by the police because they are not commercial vehicles.
3. The Airport has at least five taxi starters who work throughout the day and night (6:00 a.m. to 2:00 a.m.) to ensure that taxi operations work smoothly and that there are sufficient taxicabs at all loading zones. Taxi starters are required to have a minimum of four taxi cabs waiting at each individual taxi loading zone.

A majority of drivers feel that there are two major flaws with the current system.

- a. The system relies on a buzzer and drivers claim that only three people are actually assigned to monitor the staging area for cab needs. If a primary staging area empties out, the monitors will buzz the holding lot to send up additional cabs in blocks of five, thereby creating an artificial shortage.

If the primary staging area is empty and the monitor working the staging area is busy, no signal is given to send additional cabs. Potential customers are left to believe that there are not cabs available and will leave to find other means of transportation.

- b. Another area of concern for the drivers is that sometimes they may be sent to a staging area that is experiencing very little activity and they may be stranded there for up to 45 minutes.



## XIX. COMPETITION

The taxi drivers' two biggest sources of competition are the shuttle vans and the limousines. Both of these carriers are regulated by the State Public Utilities Commission.

The current fleet size of shuttle vans operating solely in San Francisco is 260. The number of PUC registered limousines in the Bay Area is 650.

The three biggest advantages these carriers have that provide them with a competitive edge over the taxi industry are:

1. State regulations governing these motor carriers are not as well defined nor as stringent as those governing taxis.
2. Shuttle vans and limousines operate under an open entry policy, which means that at any time, these companies can increase their fleet size at any time. One permit can allow a PUC carrier to have as many vehicles as they desire as long as they meet state insurance requirements on every vehicle.
3. The airport shuttle vans have better marketing techniques to make their vehicles more appealing, among them being:
  - a. Van charters to ball games, concerts, etc.
  - b. Advance ticket sales at many hotels
  - c. Advance calling for pickup (one day ahead)

And because the City regulations governing taxis are so rigid, instead of having a problem with bandit taxis, we have a problem with bandit limousines and shuttles. Many of the bandit shuttles and limousines operating in San Francisco are operating at below standard levels. A spot check may reveal the following:

1. Vehicle not adequately insured
2. Vehicle not safety checked
3. Driver qualifications unchecked
4. Drivers operating as taxi cabs (undercutting taxi prices)

There are roughly 300 bandit limousines operating in the Bay Area (sometimes as taxis) with a majority of them in San Francisco. The only way to alleviate this problem of bandit vehicles is through a joint effort by the SFPD and the State PUC Field Investigators which is already in progress.





## XX. SOLICITATIONS

Allegations have been made by lease drivers regarding the required daily tipping to the following groups:

1. Dispatcher - to receive a better vehicle
2. Radio operator - to receive a call for a profitable run
3. Hotel doormen - to receive a profitable run

The amount of the daily tip from the driver may range from \$5 to \$10 per person per day. The fact to emphasize is that these are allegations and no one has formally filed a complaint with the SFPD Taxi Detail.

Some drivers charge that shuttle companies:

1. Tip doormen for directing business to them
2. Openly solicit in hotel lobbies for rides
3. Sell hotels van tickets at a discount which the hotels then sell at face values to guests, thereby making a profit by steering customers to van services

Another allegation is industry blacklisting which may account for the lack of complaints regarding required tipping.

## XXI. DRIVER SAFETY

No annual statistics are available to review regarding crimes perpetrated on cab drivers. Without this type of information, we cannot make a proper recommendation regarding driver safety equipment.

One of the issues raised by some drivers is the need for safety shields, but even on this point, there is no consensus among the drivers. Again, without the necessary statistics to review, a recommendation cannot be made at this time.



## XXII. DRIVER CERTIFICATION

In order to become a cab driver in San Francisco, prospective drivers must attend and pass a three hour cab class conducted by the SFPD Taxi Detail and receive an "A-Card". The class topics are:

1. City taxi regulations
2. Airport taxi regulations
3. Commonly asked for locations

At the conclusion of the lecture, a written quiz is given covering the following items:

1. California vehicle codes
2. Taxicab regulations
3. Geography

If a person does not pass the class, he/she may attend another session.

## XXIII. ENFORCEMENT

The taxi industry has been functioning under an administrative form of enforcement during the past years. Because of a lack of funding and manpower, the City's Taxi Detail's primary function has been to process the day to day paperwork and not one of physical regulation enforcement or industry monitoring.

Some of the day to day paperwork includes insurance compliance investigations, complaint investigations, and various miscellaneous report preparation requested by upper management. Because paper processing consumes so much time, key elements regarding the industry are not being racked or on file with the Police Department as required, such as:

1. Permit lease agreements
2. Service response test results
3. Industry operational statistics
4. Driver lease agreements

Today, there are 173 regulations governing the taxi industry in San Francisco. Of these, 83 (48%) required direct on-street activity to enforce. Before we determine the amount of



increase to the enforcement activity, we need to set up controls internally to ensure that the key elements stated above are being monitored and tracked, thereby developing a direction to where we want to place our enforcement activity.

Following is a recap of the manning currently assigned in both the San Francisco Police Department Taxi Detail and the San Francisco International Airport Ground Transportation Unit to oversee the operation of the taxi industry:

#### #STAFF

Administrator (police)	1
Insurance compliance (police)	1
Complain investigation/Vehicle inspections/ New driver training (police)	2
Safety inspections/ S.F. Airport Police (part time)	2

Listed below are samples of enforcement staffing in San Francisco and other cities:

CITY	#TAXIS	STAFFING	RATIO 1 PER
Oakland	300	5	60
San Jose	238	3	79
Sacramento	180	2	90
Seattle	700	11	65
Los Angeles	1151	32	53
San Diego	950	13	73
Las Vegas	551	37	15
<b>San Francisco</b>	<b>811</b>	<b>4</b>	<b>203</b>

While San Francisco's enforcement department appears to be understaffed in comparison to other cities, it is important to note that the above comparison only reflects raw staffing totals of each city and not the job requirements of each position. We must determine the duties we require of our Taxi Detail and staff accordingly.





The following figures reflect San Francisco's current control costs:

FREQUENCY NO.		ITEM	TIME	FEE
Annual	1300	Safety inspections	173 hrs	*
Annual	1000	Sworn statements	250 hrs	*
Annual	825	Medallion processing	24 hrs	8
Annual	1000	Insurance verification	1000 hrs	*
One time	30	Permit filing	180 hrs	96
Ongoing	100	Public hearings	250 hrs	*
One time	1040	Driver permit	3120 hrs	31
Ongoing	471	Taxi driver complaints	1884 hrs	*
Ongoing	20	Taxi permit complaints	300 hrs	*
Ongoing	811	Owners' fee	N/A	96
Ongoing	4000	Yearly drivers' fees	N/A	16

TOTAL 7181 HRS

Current personnel costs**(@\$41.35/hr)	\$296,934.35
Total fees collected	\$183,576.00
Percentage of cost recovery	62.8%
Unrecovered personnel costs	\$113,358.35

Note that the Taxi Detail of the San Francisco Police Department is only able to recover 62.8% of its personnel costs.

\* Funds are recovered through yearly fee renewals

\*\*Total hourly rate supplied by SFPD Taxi Detail. Figures include wages and benefits.



It is crucial that the City continually evaluates ways of recovering its operating costs whenever possible. If we were to attempt to recover some of the existing costs of the taxi industry now, the City would have to raise existing permit fees from a level of \$96 to an estimated \$366.

Since the Loma Prieta Earthquake on October 17, 1989, the negative economic impact on tourism and to the taxi industry is still substantial. It is estimated that the industry will require at least two years to recover the decrease in taxi trips, which is calculated at -7%.

The industry cannot survive a fee increase of \$366 without drastic repercussions to the drivers and to the riding public. Experienced drivers would leave the industry for economic reasons, knowing that the fee increase would be passed on to them in terms of higher gate fees, which is not regulated by the City.

The current proposal to raise \$1.5 million for an increased taxi enforcement unit of five to 16 officers through permit fees is not economically feasible. The increase in taxi permit fees alone would jump from \$96 to \$920.

The City should seriously consider the creation of a San Francisco Taxi Authority which can be staffed with non police personnel who have full authority to issue citations and revoke permits. This plan would release police personnel from performing the many clerical functions on the Taxi Detail. Creation of a Taxi Authority requires voter approval.

Estimates indicate that by employing non police personnel, we can reduce the City's personnel costs, from the current \$296,934 to \$215,430, a \$81,504 savings per year. The decrease in cost is attributed to the reduction of high cost benefits that police personnel receive.

The main benefit that can be derived from a San Francisco Taxi Authority is that the manning for such a department will be constant, and will not change according to police needs. Another benefit is an improved relationship with the people who work in or are involved with the taxi industry. By maintaining the same staff of personnel who comprehend the intricacies of the taxi industry, the cab companies, drivers, and the public will be better served.



## XXIV. RECOMMENDATIONS

### 1. **Require the City Controller's Office to obtain the annual financial records of the cab companies**

The Controller's Office should be required to obtain the financial records of the cab companies as stated in the City's charter. These records serve as source documents when determining taxi rates for riders as well as the level of business being generated yearly.

Currently, the Controller's Office obtains this information verbally from the cab companies and this is only done where there is a request for a rate increase. In order to properly plan the City's taxi needs, we must have this information submitted annually.

It should be noted that the Taxi Tracking Report may provide information regarding total taxi trips yearly thereby reducing the amount of data submitted to the Controllers office .

### 2. **Institute gate and permit lease control**

As in rent control, the City should adopt a form of gate and lease control to ensure that the taxi permit lease rates and the daily lease rates of a taxi cab are fair and reasonable.

Uncontrolled permit lease rates and gate fees result in the following problems:

- a. Increased taxi rates to the public
- b. Reduction in drivers' earnings
- c. Loss to the City of the professional drivers
- d. Profiteering from taxi permit leasing

A memorandum from Deputy City Attorney Mark Kertz, dated May 28, 1986, concludes that "Any involvement by the City in setting of the gate would be impermissible interference with the collective bargaining relationship between the Desoto/Luxor Companies and Teamster Local 265/860."

Since the majority of the taxi drivers in San Francisco are independent contractors, and not covered by a collective bargaining agreement, Deputy City Attorney Mark Kertz's conclusion should no longer apply and needs to be reevaluated.





### 3. Adjust current meter rates

Meter rates have not increased in four years. Due to the increased cost of living, rising fuel prices, and a four year freeze in meter rates, many experienced and reputable drivers were forced to leave the industry. The adoption of one of the following adjusted meter rates is recommended:

	CURRENT	OPTION 1	DIFF	OPTION 2	DIFF
FLAG DROP	\$1.40	1.70	+21%	\$2.40	+70%
MILEAGE	\$1.50	\$1.80	+20%	\$1.50	NONE
WAIT TIME	\$ .25	\$ .35	+40%	\$ .35	+40%

#### POTENTIAL IMPACT OF METER INCREASE

	CURRENT	OPTION 1		OPTION 2	
DROP	\$ 1.40	\$ 1.70		\$ 2.40	
WAIT 0 MIN	0	0		0	
MILES 2 MI	3.00	3.60		3.00	
TOTAL COST	\$ 4.40	\$5.30	(+20.4%)	\$5.40	(+22.7%)
DROP	\$ 1.40	\$ 1.70		\$ 2.40	
WAIT 0 MIN	0	0		0	
MILES 4 MI	6.00	7.20		6.00	
TOTAL COST	\$ 7.40	\$ 8.90	(+20.2%)	\$ 8.40	(+13.5%)
DROP	\$ 1.40	\$ 1.70		\$ 2.40	
WAIT 2 MIN	.50	.70		.70	
MILES 6 MI	9.00	10.80		9.00	
TOTAL COST	\$10.90	\$13.20	(+21.1%)	\$12.10	(+11.0%)
DROP	\$ 1.40	\$ 1.70		\$ 2.40	
WAIT 3 MIN	.75	1.05		1.05	
MILES 8 MI	12.00	14.40		12.00	
TOTAL COST	\$14.15	\$17.15	(+21.1%)	\$15.45	(+9.2%)
DROP	\$1.40	\$1.70		\$2.40	
WAIT 3 MIN	.75	1.05		1.05	
MILES 15 MI	22.50	27.00		22.50	
TOTAL COST	\$24.65	\$29.75	(+20.6%)	\$25.95	(+5.3%)

Note that the after the first two miles, Option #2 is cheaper.



**4. Perform feasibility study on citywide dispatching**

By allowing all companies to share a common radio wave length, the customer might have a better chance of the nearest available cab. The feasibility of this concept should be studied.

**5. Make solicitation for tips illegal**

The City should enact an ordinance that would make it illegal to solicit for tips in order to direct business to certain individuals or companies.

**6. Require all cab companies to provide worker's compensation insurance for drivers who lease their cars**

Since drivers are regarded as independent contractors, they are not covered under worker's compensation if they are injured while driving a cab. State disability insurance, if warranted, is therefore at the taxpayer's expense.

**7. Create a San Francisco Taxi Authority**

Create a San Francisco Taxi Authority, staffed with non police personnel, but with full authority to issue citations and revoke permits.

The use of non police personnel can reduce the City's personnel cost from \$296,934 to \$215,430, a savings of \$81,504.48 per annum. This savings comes from the reduction of high cost benefits usually paid to police personnel.

**8. City should conduct yearly neighborhood taxi service surveys**

Independent taxi opinion surveys provide a feel of how the residential neighborhoods are served. The results of this survey should be part of the PCN hearing process.



**9. Post a two year moratorium on the issuance of new taxi permits**

Pursuant to the findings of the 1990 and 1991 PCN hearings, it is recommended that a two year moratorium be imposed on the issuance of any new taxi permits. The reasons for such a recommendation are as follows:

- a. Post earthquake decline in tourism
- b. Lack of actual operating statistics (financial reports)
- c. Favorable results of the taxi opinion neighborhood survey regarding service
- d. Current number of idle and unfilled cabs (9%) of total fleet
- e. Results of proposed Taxi Forecasting Model (see next page)





YRS	ISSUED PERMITS	PERMITS ON ROAD	IDLE PERMITS	PERCENT IDLE	ADDTL CABS	TOTAL CAR/ DAY	CAR DAYS/ YEAR	TOTAL TRIPS	GROWTH RATE	*TRIP/ CAR	TOTAL REFUSAL COMPLAINTS	TOTAL RESPONSE COMPLAINTS	TOTAL COMPLAINTS	GROWTH RATE	TOT TRIPS PER REFUSAL COMPLAINT 1 PER	% EFF PER TOT TRIPS	TOT TRIPS PER RESPONSE COMPLAINT 1 PER	% EFF PER TOT TRIPS
1983	711	711	0	0.0%	0	1422	519030											
1984	761	761	0	0.0%	50	1522	555530											
1985	761	761	0	0.0%	0	1522	555530											
1986	761	761	0	0.0%	0	1522	555530											
1987	811	811	0	0.0%	50	1622	592030											
1988	811	811	0	0.0%	0	1622	592030	12,610,239		21.3	284	114	398		44,402	0.0032%	110,616	0.00
1989	811	790	21	2.6%	0	1622	592030	12,283,710	-2.6%	20.7								
1990 ACT	811	738	73	9.0%	0	1622	592030	11,475,162	-6.6%	19.4								
1991 ACT	811	770	41	5.1%	0	1622	592030	11,819,417	3.0%	20.0								
1992 ACT																		
1993 ACT																		
1994 ACT																		

TRIPS PER SHIFT ARE ADJUSTABLE TO REFLECT CURRENT INDUSTRY TRENDS  
 1989 & 1990 reflects 21.3 trips per shift (national average) times the actual number of  
 of cabs on road, divided by the issued number of permits.



[illegible]



[illegible]





**10. Freeze taxi permit fees to existing levels for 1990**

Because of the current state of the taxi industry (earthquake impact) and the decline in the number of taxi trips, it is recommended that all existing fees be held at current levels for 1990 pending a further review.

**11. SFPD to track incidents of crime on cabs and cab drivers**

The SFPD should modify its method of reporting incidents of crime so that we can recap incidents involving cabs and cab drivers.

**12. Revise the current levels of drivers' fines and penalties**

The levels of fines and penalties assessed should be reevaluated to accomplish the following:

- a. Bring those drivers who are frequently violating City regulations (refusals to convey) etc. into compliance
- b. Fines levied should cover the cost of the investigation time

**13. Restructure the content of the cab class**

The content of the cab class that the City conducts should be restructured to include the following:

- a. Safety
- b. Knowledge of the City
- c. Working knowledge of the English language
- d. Driver etiquette

**14. Ban solicitation and steering**

The City should adopt an ordinance which would ban solicitation and steering by members of the taxi, hotel and shuttle service industries.



**15. Enact an ordinance for whistle blower protection**

The City should enact an ordinance providing whistle blower protection to those members of the taxi industry who report grossly unsafe vehicles that are on the road.

**16. Revise vehicle inspection schedule of taxis**

The current annual inspection of taxis should be revised to take into account the age of the vehicle.

1-3 years	Annual
4+ years	Semi-annual

With the assistance of the California Highway Patrol to perform spot check safety inspections, the City can cite those companies with flagrant safety violations and possibly revoke their color scheme permit.

**17. Maintain an ongoing Taxi Committee**

The City should maintain an ongoing Taxi Committee in order to preserve a working relationship with the industry. This committee should act as an advisory body only.

Members of the committee may represent the following groups:

- a. Neighborhoods
- b. City
- c. Drivers
- d. Permit owners
- e. Companies
- f. Permit applicants
- g. Labor
- h. San Francisco International Airport
- i. Regulatory agencies

Membership on the Taxi Committee should not exceed one year so that many interested parties may participate.



**18. Reduce the size of the overflow lot at the Airport**

The City should enact legislation to reduce the size of the overflow lot at variable hours in order to accommodate the needs in the City.

**19. Institute a service testing program**

The City should set up a procedure to actually test the quality of taxi service provided to the public. The areas to test are:

- a. Telephone response time (by company)
- b. Actual arrival times (by company)
- c. Hard to service areas (by district)

The purpose of these "service tests" is to help make the cab companies aware of pending problem areas that should be addressed.

**20. All cab companies should be required to participate in the Paratransit Program**

In order to serve the needs of all the citizens in San Francisco, especially the elderly and the disabled, cab companies, as part of the requirement to obtain a City approved color scheme permit, must be required to actively participate in the City sponsored Paratransit Program. Smaller companies that may not qualify should be given the option of contributing a dollar amount to the program based on total trips.

**21. San Francisco International Airport should evaluate its method of airport cab queuing**

Airport officials should reevaluate the method in which cabs are queued into the primary staging areas. One possible method is to provide the monitors with two way radios so that they can communicate with the holding lots, or design a system which would enable a customer to notify the holding lot for a cab in case the monitor is not available.





**22. SFPD Taxi Detail should develop an administrative cost schedule for the Finance Committee's approval**

The SFPD Taxi Detail should develop a cost analysis on inside administrative jobs performed and itemize each cost. The proposed cost analysis should take into account the amount of time required to perform a given task.

**23. Reinstate the fuel cost adjustment**

The City should reinstate meter rate adjustments due to rising fuel costs.

**24. Require post Prop K permit holders to be full time drivers**

All post Prop K permit holders should be required to drive full time. The intent of Prop K was to allow working drivers to own a part of the taxi business and to stop the profiteering of selling permits by making it city property. Profiteering still exists when people who obtain permits can lease them out to the highest bidder and seldom have to drive. This change would require voter approval.

**25. Perform an analysis on the "Independent Contractor"**

Because of the division among the drivers on this subject, the City needs to perform a thorough independent analysis regarding the issue of cab drivers operating as "independent contractors". To be examined are the operating advantages and disadvantages to the City, drivers, and cab companies. A further point to be addressed is what the drivers desire as a whole--employee status or independent contractor status.

**26. Refine Prop K**

Proposition K, which affects cab permit ownership and the way the taxi industry runs, has been in effect for over 12 years. A study of the feasibility of refining Prop K is recommended. It is possible to amend Prop K so that the industry has greater operating flexibility while at the same time preserve Prop K's original intent.



**27. Post individualized meter rates to the Airport visibly on all vehicles**

Because of the increased activity in the PUC limousines and vans, at the SF airport, in order to maintain a fair level of competition it is recommended that all taxis and state licenses transportation vehicles operating to and from San Francisco post their rates in a highly visible area, such as the outside body of the vehicle for the public to see.

**28. Install additional taxi cab stands in the City on a trial basis**

In order to make it easier for residents to obtain a cab, it is recommended that taxi cab stands be situated at areas most likely to attract business. These stands would be set up on a trial basis and reviewed based on usage. Highest prior is given to establishing cab stands in close proximity to mass transit terminals and to medical facilities. Locations may be at:

- a. Marina/Cow Hollow  
Lombard & Divisadero  
Medical building, 2001 Union
- b. Fisherman's Wharf  
Bay/Taylor cable car turntable  
Beach/Hyde cable car turntable
- c. Russian Hill  
Union & Van Ness  
Broadway & Polk  
Filbert & Columbus
- d. North Beach  
1155 Battery  
Broadway & Columbus
- e. Chinatown  
Chinese Hospital
- f. Pacific Heights  
Medical Building at 2340 Sutter/Mt. Zion



- g. Golden Gate Park  
Music Concourse
- h. Panhandle Area  
Medical Building, 2255 Hayes
- i. Haight-Ashbury/Parnassus Heights  
Carl at Cole near N-Judah Tunnel (Metro)  
Oak at Masonic (Muni junction)
- j. Western Addition  
Medical Building, 2200 O'Farrell  
Podiatry College, 1835 Ellis  
Geary at Fillmore (Muni junction)
- k. Lower Nob Hill/Tenderloin/Polk Gulch/Civic Center  
Medical Building, 909 Hayes  
Geary at Van Ness (Muni junction)  
Federal Building, 450 Golden Gate
- l. Market  
Ferry Building  
Fifth at Market, southwest corner (BART/Metro)  
Seventh Street, north at Market, northwest corner (BART/Metro)  
Furniture Mart, Market side, east of Tenth (BART/Metro)  
Market at Van Ness, northeast corner (Metro)
- m. Sunset  
9th Avenue at Judah
- n. Twin Peaks/Upper Market  
Forest Hill Station (Metro)  
Burnett at Portola  
Diamond Heights Blvd., at Gold Mine
- o. Parkside/West Portal/Stonestown/Park Merced  
46th Ave. at Sloat  
Medical Building, 595 Buckingham  
SF State University, 19th Ave. at Holloway





- p. Ingleside/Lakeview  
Balboa Park Station, Geneva at San Jose (BART/Metro)
- q. Excelsior/Crocker-Amazon/Visitation Valley  
Bayside Motel, 2011 Bayshore  
Caltrain, Tunnel off Blanken
- r. Bayview  
Candlestick Park  
Main Post Office, 1300 Evans
- s. Sunnyside/Glen Park/Bernal Heights  
Glen Park Station, Diamond at Bosworth (BART)  
Monterey at Genessee  
Medical Building, 1580 Valencia  
Cortland at Mission  
Precita at Alabama
- t. Mission District/Noe Valley  
24th Street Station, 24th at Mission (BART)  
24th Street at Castro  
16th Street Station, 16th at Mission (BART)
- u. Castro/Duboce Triangle  
Market at Castro (Metro)  
Church at Market (Metro)  
Duboce Street side of Castro (Metro-N Judah)
- v. South of Market  
City Towing, 11th at Mission  
City Towing, Pier 50
- w. Potrero Hill  
Main entrance, SF General Hospital



## **APPENDIX 1**

### **VEHICLE SAFETY INSPECTION RESULTS**



Here are the results of the surprise safety inspections:

Company	Fleet	# Insp	# Pass	Major Safety Violations	Vehicle Code Violations	% Pass	% Failed
ALLIED	29	5	0	1	4	0	100
AMERICAN	4	1	0	0	1	0	100
BLUEBIRD	5	1	1	0	0	100	0
CITY	69	5	2	3	0	40	60
DAY	4	1	1	0	0	100	0
FRIENDLY	2	2	0	0	2	0	100
LORRIES	9	2	1	0	1	50	50
LUCKY	1	1	1	0	0	100	0
LUXOR	80	1	0	0	1	0	100
NATIONAL	42	5	0	1	4	0	100
ORANGE	4	4	1	1	0	25	75
PACIFIC	29	4	0	0	4	0	100
SF TAXI	3	1	0	1	0	0	100
STAR	3	1	1	0	0	100	0
UNITED	16	2	2	0	0	100	0
UNIVERSAL	4	2	0	0	2	0	100
VETERANS	84	1	0	1	0	0	100
YELLOW	277	3	1	0	2	33	67
TOTAL	665	40	11	8	21	28	72





Company	Cab No	Inspection Status
-----	-----	-----
ALLIED	208	ORDERED TO REPAIR
ALLIED	457	ORDERED TO REPAIR
ALLIED	2451	ORDERED TO REPAIR
ALLIED	16	ORDERED TO REPAIR
ALLIED	21	*ORDERED OUT OF SERVICE (TOWED)
AMERICAN	80	ORDERED TO REPAIR
BLUEBIRD	2137	PASSED
CITY	6	PASSED
CITY	10	PASSED
CITY	2075	*ORDERED OUT OF SERVICE (TOWED)
CITY	66	*ORDERED OUT OF SERVICE (TOWED)
CITY	2047	*ORDERED OUT OF SERVICE (TOWED)
DAY & DAY	42	PASSED
FRIENDLY	737	ORDERED TO REPAIR
FRIENDLY	443	ORDERED TO REPAIR
LORRIES	2531	PASSED
LORRIES	799	ORDERED TO REPAIR
LUCKY CAB	93	PASSED
LUXOR	2210	ORDERED TO REPAIR
NATIONAL	722	ORDERED TO REPAIR
NATIONAL	612	ORDERED TO REPAIR
NATIONAL	326	ORDERED TO REPAIR
NATIONAL	2960	ORDERED TO REPAIR
NATIONAL	801	*ORDERED OUT OF SERVICE (TOWED)
ORANGE	292	PASSED
ORANGE	431	*ORDERED OUT OF SERVICE (TOWED)
PACIFIC	429	ORDERED TO REPAIR
PACIFIC	91	ORDERED TO REPAIR
PACIFIC	87	ORDERED TO REPAIR
PACIFIC	725	ORDERED TO REPAIR
SF TAXI CO	206	*ORDERED OUT OF SERVICE (TOWED)
STAR	412	PASSED



Company	Cab No	Inspection Status
-----	-----	-----
UNITED CAB	370	PASSED
UNITED CAB	755	PASSED
UNIVERSAL	453	ORDERED TO REPAIR
UNIVERSAL	92	ORDERED TO REPAIR
VETERANS	2408	*ORDERED OUT OF SERVICE (TOWED)
YELLOW	778	PASSED
YELLOW	617	ORDERED TO REPAIR
YELLOW	2718	ORDERED TO REPAIR



Company	Cab No	Inspection Results
1. ALLIED	208	RIGHT REAR TIRE TREAD DEPTH LESS THAN 1/32  STATUS - ORDERED TO REPAIR
2. ALLIED	457	SMOG PUMP BELT MISSING, PREHEAT TUBE TO SMOG DEVICE DISCONNECTED,  PITMAN ARM CONNECTION TO DRAG LINK WORN IN THE BALL SOCKET,  RIGHT FRONT TIRE HAS LESS THAN 1/32 TREAD  STATUS - ORDERED TO REPAIR
3. ALLIED	2451	LOW BEAM HEADLAMPS INOPERATIVE  IDLER ARM BUSHING WORN (STEERING)  STATUS - ORDERED TO REPAIR
4. ALLIED	16	BATTERY NOT SECURED  SMOG AIR PUMP FROZEN & BELT MISSING  TAIL LIGHTS AND LEFT BACKUP LIGHT INOPERATIVE, LEFT TAIL LENS BROKEN  TRANSMISSION OIL COOLER LINE LEAKING @RADIATOR  STATUS - ORDERED TO REPAIR
5. ALLIED	21	PREHEAT TUBE TO AIR CLEANER MISSING  * STEERING GEAR BOX LOOSE AT MOUNTING  RIGHT FRONT TIRE STEEL CORD EXPOSED  EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)



Company	Cab No	Inspection Results
6. AMERICAN	80	SMOG DEVICE PREHEAT TUBE DISCONNECTED
STATUS - ORDERED TO REPAIR		
7. BLUEBIRD	2137	PASSED
8. CITY	6	PASSED
9. CITY	10	PASSED
10. CITY	2075	NO FRONT LICENSE PLATE  SMOG PUMP GEAR BELT & PREHEAT TUBE MISSING  TURN SIGNALS & BRAKE LIGHTS INOPERATIVE,  TURN SIGNAL LEVER LOOSE  STEERING COLUMN - EXCESSIVE PLAY IN TILT KNUCKLE AND UPPER GEARING *
EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)		
11. CITY	66	NO FRONT LICENSE PLATE  LEFT REAR TIRE, EXPOSED STEELCORD  STEERING BOX EXCESSIVELY LOOSE AT MOUNTING *
EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)		
12. CITY	2047	COUPLER AT STEERING GEAR BOX HAS EXCESSIVE MOVEMENT *
EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)		

Since the inspection City Cab has instituted the following procedures:

1. Mechanics during the monthly inspections will physically check the suspension of every vehicle.
2. Management has increased drivers awareness in reporting faulty vehicles





Company	Cab No	Inspection Results.
13. DAY & DAY	42	PASSED
14. FRIENDLY	737	IDLER TO THE DRAG LOOSE AT THE BACK SOCKET  STATUS - ORDERED TO REPAIR
15. FRIENDLY	443	SMOG PUMP BELT MISSING  POWER STEERING PUMP LEAKING  LEFT UPPER SWAY BAR BUSHING MOUNT NUT MISSING  EMERGENCY BRAKE OUT OF ADJUSTMENT  STATUS - ORDERED TO REPAIR
16. LORRIES	2531	PASSED
17. LORRIES	799	RIGHT FRONT TURN SIGNAL LENS MISSING  RACK AND PINION MOUNTING BUSHING WORN  STATUS - ORDERED TO REPAIR
18. LUCKY CAB	93	PASSED
19. LUXOR	2210	RIGHT REAR TIRE HAS LESS THAN 1/32 TREAD DEPTH  STATUS - ORDERED TO REPAIR
20. NATIONAL	722	SMOG PUMP BELT MISSING & PREHEAT TUBE MISSING  HEATER HOSE DISCONNECTED  LEFT TAIL LIGHT LENS BROKEN  STATUS - ORDERED TO REPAIR



Company	Cab No	Inspection Results
21. NATIONAL	612	AIR DIVERTER VALVE ON SMOG PUMP BROKEN OFF  EXHAUST LEAK AT LEFT EXHAUST MANIFOLD  1 OF 2 BACKUP LIGHTS INOPERATIVE, ON RIGHT SIDE  STATUS - ORDERED TO REPAIR
22. NATIONAL	326	LET TURN SIGNAL INOPERATIVE  STATUS - ORDERED TO REPAIR
23. NATIONAL	2960	RIGHT FRONT TURN SIGNAL INOPERATIVE  RIGHT REAR TIRE WORN INTO THE CORD  STATUS - ORDERED TO REPAIR
24. NATIONAL	801	RIGHT REAR TURN SIGNAL INOPERATIVE  BRAKES OUT OF ADJUSTMENT, NO PEDAL RESERVE *  EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)
25. ORANGE	292	PASSED
26. ORANGE	431	RIGHT TIE ROD END LOOSE IN THREADS * (ADJUSTING SLEEVE)  EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)
27. PACIFIC	429	SMOG DISCONNECTED  DEFROSTER INOPERATIVE  EXHAUST LEAK AT LEFT HEADER PIPE  STATUS - ORDERED TO REPAIR



Company	Cab No	Inspection Results
28. PACIFIC	91	STEERING BOX LOOSE AT MOUNTING  EMERGENCY BREAK RELEASE LEVER BENT DOWN  STATUS - ORDERED TO REPAIR
29. PACIFIC	87	HEATER HOSE DISCONNECTED  SMOG PREHEAT TUBE DISCONNECTED  RIGHT REAR TIRE BELOW 1/32 TREAD DEPTH  TRANSMISSION OIL COOLER LINE LEAKING @THE RADIATOR  STATUS - ORDERED TO REPAIR
30. PACIFIC	725	STEERING SHAFT FABRIC COUPLER DETERIORATED  TILT STEERING KNUCKLE WORN EXCESSIVELY  TILT STEERING UPPER MAST BEARING WORN EXCESSIVELY  STATUS - ORDERED TO REPAIR
31. SF TAXI	206	STEERING GEAR BOX LOOSE AT THE FRAME MOUNT *  EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)
32. STAR	412	PASSED
33. UNITED	370	PASSED
34. UNITED	755	PASSED





Company	Cab No	Inspection Results
35.UNIVERSAL	453	LEFT REAR TIRE UNSERVICEABLE STATUS - ORDERED TO REPAIR
36.UNIVERSAL	92	PREHEAT TUBE MISSING ON SMOG DEVICE STATUS - ORDERED TO REPAIR
37. VETERANS	2408	LEFT FRONT TURN SIGNAL OUT STEERING GEAR BOX LOOSE AT FRAME MOUNT * LEFT TIRE HAS LESS THAN 1/32 TREAD DEPTH EMERGENCY ACTION - *ORDERED OUT OF SERVICE (TOWED)
38. YELLOW	778	PASSED
39. YELLOW	617	LEFT SIDE HIGH BEAM INOPERATIVE STATUS - ORDERED TO REPAIR
40.YELLOW	2718	TRANSMISSION TAIL SHAFT SEAL LEAKING STATUS - ORDERED TO REPAIR



## **APPENDIX 2**

### **NEIGHBORHOOD TAXI OPINION SURVEY RESULTS**



## SERVICE IN RESIDENTIAL NEIGHORHOODS -

The following Taxi Opinion Survey was submitted to 300 various neighborhood organizations. Of the 300 surveys sent, 72 (24%) responded. Out of total 33 neighborhoods contacted 22 (67%) responded. The 72 organization that responded have a membership range of 38,500.

The groups who participated in the survey and the neighborhood they represent are:

<u>NEIGHBORHOOD</u>	<u>ORGANIZATION</u>
BAYVIEW	BAYVIEW HILL NEIGHBORHOOD ASSN BAYVIEW MERCHANTS ASSN
BERNAL HEIGHTS	BERNAL HEIGHTS COMMUNITY FOUNDATION NW BERNAL BLOCK CLUB ST MARYS PARK IMPROVEMENT CLUB
CHINATOWN	CAMERON HOUSE CHINATOWN/NORTHBEACH CHILD CENTER GWAY SEN ASSN HIP SEN ASSN HOY SAN HING YUNG ASSN ON LOK SENIOR HEALTH SERVICES SELF HELP FOR THE ELDERLY STOCKTON STREET MERCHANTS ASSN TEH HOU ASSN TUNG HWA ASSN VETERANS OF FOREIGN WAR #4618 YOUNG WOO ASSN
DIAMOND HEIGHTS	CUMBERLAND SANCHEZ BLOCK ASSN



NEIGHBORHOOD

ORGANIZATION

DOWNTOWN CIVIC CENTER

CENTER FOR ASIAN REFUGEE  
RESETTLEMENT

GREATER MARKET ST ASSN

MAIDEN LANE ASSN.

TENDERLOIN HOUSING CLINIC

UNION SQUARE ASSN

EXCELSIOR

EXCELSIOR BUSINESS ASSN

NEIGHBORS OF THE EXCELSIOR

HAIGHT ASHBURY

BUENA VISTA NORTH ASSN

EDGEWOOD NEIGHBORHOOD ASSN

HAIGHT ASHBURY IMPROVEMENT  
ASSN

STANYAN FULTON NEIGHBORHOOD  
ASSN

LAKESHORE

CRESTLAKE PROPERTY OWNERS

LAKESIDE VILLAGE MERCHANTS  
ASSN

MISSION

MISSION ECONOMIC DEVELOPMENT

MISSION ECONOMIC & CULTURAL  
ASSN

SUNNYSIDE RETIREMENT HACIENDA

NOE VALLEY

DUNCAN NEWBERG NEIGHBORHOOD  
ASSN

FAIRMONT NEIGHBORHOOD ASSN





<u>NEIGHBORHOOD</u>	<u>ORGANIZATION</u>
NORTHBEACH	FISHERMAN'S WHARF PORT TENANTS ASSN
	FISHERMANS WHARF ASSN
	NORTHBEACH NEIGHBORS
	TELEGRAPH HILL HOMEOWNERS ASSN
	TELEGRAPH HILL NEIGHBORHOOD CENTER
OUTER MISSION	GENEVA-MISSION
	SUNNYSIDE NEIGHBORHOOD ASSN
PACIFIC HEIGHTS	GOUGH STREET ASSN
	PACIFIC HEIGHTS NEIGHBORHOOD COUNCIL
	SAN FRANCISCO NEIGHBORHOOD ENTERPRISE
	FILLMORE MERCHANTS ASSN
PARKSIDE	TARAVAL-PARKSIDE MERCHANTS
POTRERO HILL	POTRERO BOOSTERS
	SAMOA MO SAMOA
RICHMOND	CLEMENT STREET MERCHANTS ASSN
	GREATER CLEMENT ST MERCHANTS
	OUTER RICHMOND NEIGHBORHOOD ASSN
	PLANNING ASSN FOR RICHMOND
SOUTH OF MARKET	CANON KIP COMMUNITY HOUSE
	SHOWPLACE SQUARE AREA ASSN
	SOUTH PARK IMPROVEMENT ASSN
	YERBA BUENA CONSORTIUM



NEIGHBORHOOD

ORGANIZATION

SUNSET

SUNSET IMPROVEMENT ASSN

SUNSET RESIDENTS ASSN

UPPER MARKET

EUREKA VALLEY MERCHANTS

EUREKA VALLEY TRAILS & ART  
NETWORK

VISITATION VALLEY

VISITATION VALLEY IMPROVEMENT  
ASSN

WEST PORTAL

GREATER WEST PORTAL  
NEIGHBORHOOD ASSN

WEST PORTAL AVE ASSN

WEST PORTAL HOME OWNERS ASSN

WESTERN ADDITION

BOOKER T WASHINGTON COMMUNITY  
CTR.

JAPANESE AMERICAN SENIOR  
SERVICES

JAPANTOWN MERCHANTS ASSN

NIHONMACHI LITTLE FRIENDS

SF RAINBOW COALITION

WESTERN ADDITION NEIGHBORHOOD  
ASSN



City Recap -  
(Weighted Average)

**Taxi Opinion Survey Results**

1. What is the average number of days per week that you use a cab?

63% - 1 to 2 days

29% - 3 to 4 days

8% - 5 to 7 days

2. How would you rate the taxi availability in your neighborhood ?

10% - Excellent

34% - Good

30% - Fair

26% - Poor

3. How would you rate your ability to hail a cab on the city's streets?

0% - Excellent

20% - Good

27% - Fair

53% - Poor

4. What has been your experience in regards to average taxi wait time?

19% - 5 to 10 Min

39% - 15 to 20 Min

32% - 25 to 30 Min

10% - over 30 Min





5. How would you rate the outside appearance of taxis ?

4% - Excellent  
36% - Good  
51% - Fair  
9% - Poor

6. How would your rate the interior of taxis ?

1% - Excellent  
36% - Good  
51% - Fair  
9% - Poor

7. How would you rate the drivers ability to converse in English ?

6% - Excellent  
47% - Good  
40% - Fair  
7% - Poor

8. How would you rate the drivers area knowledge?

3% - Excellent  
48% - Good  
36% - Fair  
13% - Poor



9. How would you rate the physical appearance of our drivers?

0% - Excellent  
27% - Good  
49% - Fair  
26% - Poor

10. How would you rate the quality of the taxi's telephone service?

6% - Excellent  
40% - Good  
34% - Fair  
20% - Poor

11. Are you aware of other services that taxi's have to offer such as ParaTransit or Share a Ride?

32% - Yes  
68% - No

12. Do you know how to report a taxi complaint?

28% - Yes  
72% - No

13. Have you ever requested a cab by telephone and have none arrive ?

51% - Yes  
39% - No



14. Have you ever been refused a cab ride because of your destination?

20% - Yes

80% - No

15. How many days per week does a cab not arrive after a formal telephone request?

92% - 1 to 2 days

4% - 3 to 4 days

4% - 5 to 7 days

16. How long do you wait before determining that the cab will not show?

15% - 5 to 10 Min

43% - 15 to 20 Min

27% - 25 to 30 Min

15% - over 30 Min

17. When a cab fails to appear, what do you do?

63% - Call again

37% - Find other means of transportation

18. When a cab fails to appear do you follow-up with a complaint call ?

33% - Yes

67% - No



18. Have you or anyone in your organization had to file a  
taxi complaint recently ?

6% - Yes

94% - No





Here are the survey results average per neighborhood

1. What is the average number of days per week that you use a cab?

Answer	Neighborhood
-----	-----
1 TO 2	BAYVIEW
1 TO 2	CHINATOWN
1 TO 2	EXCELSIOR
1 TO 2	HAIGHT ASHBURY
1 TO 2	MISSION
1 TO 2	PACIFIC HEIGHTS
1 TO 2	PARKSIDE
1 TO 2	POTRERO HILL
1 TO 2	SOUTH OF MARKET
1 TO 2	SUNSET
1 TO 2	VISITATION VALLEY
3 TO 4	DIAMOND HEIGHTS
3 TO 4	LAKESHORE
3 TO 4	NOE VALLEY
3 TO 4	NORTHBEACH
3 TO 4	RICHMOND
3 TO 4	WESTERN ADDITION
5 TO 7	DOWNTOWN/CIVIC CTR
NR	OUTER MISSION
NR	UPPER MARKET
NR	WEST PORTAL

\* NR = No Response



2. How would you rate the taxi availability in your neighborhood ?

Answer	Neighborhood
-----	-----
EXCELLENT	DIAMOND HEIGHTS
GOOD	CHINATOWN
GOOD	DOWNTOWN/CIVIC CTR
GOOD	NOE VALLEY
GOOD	OUTER MISSION
GOOD	PACIFIC HEIGHTS
GOOD	POTRERO HILL
GOOD	SUNSET
GOOD	UPPER MARKET
GOOD	WEST PORTAL
FAIR	LAKESHORE
FAIR	NORTHBEACH
FAIR	PARKSIDE
FAIR	SOUTH OF MARKET
FAIR	VISITATION VALLEY
FAIR	WESTERN ADDITION
POOR	BAYVIEW
POOR	EXCELSIOR
POOR	HAIGHT ASHBURY
POOR	MISSION
POOR	RICHMOND



3. How would you rate your ability to hail a cab on the city's streets

Answer	Neighborhood
GOOD	DOWNTOWN/CIVIC CTR
GOOD	OUTER MISSION
GOOD	PACIFIC HEIGHTS
GOOD	SUNSET
FAIR	NORTHBEACH
FAIR	VISITATION VALLEY
FAIR	WEST PORTAL
POOR	BAYVIEW
POOR	CHINATOWN
POOR	DIAMOND HEIGHTS
POOR	EXCELSIOR
POOR	HAIGHT ASHBURY
POOR	LAKESHORE
POOR	MISSION
POOR	NOE VALLEY
POOR	PARKSIDE
POOR	POTRERO HILL
POOR	RICHMOND
POOR	SOUTH OF MARKET
POOR	UPPER MARKET
POOR	WESTERN ADDITION



4. What has been your experience in regards to average taxi wait time?

Answer	Neighborhood
5 TO 10 MIN	DOWNTOWN/CIVIC CTR
5 TO 10 MIN	UPPER MARKET
15 TO 20 MIN	DIAMOND HEIGHTS
15 TO 20 MIN	NOE VALLEY
15 TO 20 MIN	CHINATOWN
15 TO 20 MIN	HAIGHT ASHBURY
15 TO 20 MIN	PACIFIC HEIGHTS
15 TO 20 MIN	WEST PORTAL
25 TO 30 MIN	LAKESHORE
25 TO 30 MIN	MISSION
25 TO 30 MIN	NORTHBEACH
25 TO 30 MIN	OUTER MISSION
25 TO 30 MIN	PARKSIDE
25 TO 30 MIN	POTRERO HILL
25 TO 30 MIN	RICHMOND
25 TO 30 MIN	SOUTH OF MARKET
25 TO 30 MIN	SUNSET
25 TO 30 MIN	VISITATION VALLEY
25 TO 30 MIN	WESTERN ADDITION
OVER 30 MIN	BAYVIEW
OVER 30 MIN	EXCELSIOR





5. How would you rate the outside appearance of taxis ?

Answer	Neighborhood
-----	-----
GOOD	BAYVIEW
GOOD	DOWNTOWN/CIVIC CTR
GOOD	EXCELSIOR
GOOD	LAKESHORE
GOOD	MISSION
GOOD	NOE VALLEY
GOOD	NORTHBEACH
GOOD	OUTER MISSION
GOOD	SOUTH OF MARKET
GOOD	SUNSET
GOOD	UPPER MARKET
GOOD	VISITATION VALLEY
FAIR	CHINATOWN
FAIR	DIAMOND HEIGHTS
FAIR	HAIGHT ASHBURY
FAIR	PACIFIC HEIGHTS
FAIR	PARKSIDE
FAIR	POTRERO HILL
FAIR	WEST PORTAL
POOR	WESTERN ADDITION



6. How would you rate the interior of taxis ?

Answer	Neighborhood
-----	-----
GOOD	BAYVIEW
GOOD	EXCELSIOR
GOOD	LAKESHORE
GOOD	NOE VALLEY
GOOD	OUTER MISSION
GOOD	RICHMOND
GOOD	SOUTH OF MARKET
GOOD	UPPER MARKET
GOOD	VISITATION VALLEY
GOOD	WEST PORTAL
FAIR	CHINATOWN
FAIR	DIAMOND HEIGHTS
FAIR	HAIGHT ASHBURY
FAIR	MISSION
FAIR	NORTHBEACH
FAIR	PACIFIC HEIGHTS
FAIR	PARKSIDE
FAIR	POTRERO HILL
FAIR	SUNSET
POOR	DOWNTOWN/CIVIC CTR
POOR	WESTERN ADDITION



7. How would you rate the drivers ability to converse in English ?

Answer	Neighborhood
-----	-----
GOOD	BAYVIEW
GOOD	CHINATOWN
GOOD	DIAMOND HEIGHTS
GOOD	EXCELSIOR
GOOD	HAIGHT ASHBURY
GOOD	MISSION
GOOD	OUTER MISSION
GOOD	PARKSIDE
GOOD	POTRERO HILL
GOOD	RICHMOND
GOOD	SOUTH OF MARKET
GOOD	UPPER MARKET
GOOD	VISITATION VALLEY
GOOD	WEST PORTAL
FAIR	DOWNTOWN/CIVIC CTR
FAIR	NORTHBEACH
FAIR	PACIFIC HEIGHTS
FAIR	SUNSET
FAIR	WESTERN ADDITION
POOR	LAKESHORE
POOR	NOE VALLEY



8. How would you rate the drivers area knowledge

Answer	Neighborhood
-----	-----
GOOD	DOWNTOWN/CIVIC CTR
GOOD	HAIGHT ASHBURY
GOOD	LAKESHORE
GOOD	MISSION
GOOD	OUTER MISSION
GOOD	PACIFIC HEIGHTS
GOOD	POTRERO HILL
GOOD	SOUTH OF MARKET
GOOD	SUNSET
GOOD	UPPER MARKET
FAIR	CHINATOWN
FAIR	DIAMOND HEIGHTS
FAIR	NORTHBEACH
FAIR	PARKSIDE
FAIR	RICHMOND
FAIR	WEST PORTAL
FAIR	WESTERN ADDITION
POOR	BAYVIEW
POOR	EXCELSIOR
POOR	NOE VALLEY
POOR	VISITATION VALLEY





9. How would you rate the physical appearance of our drivers  
?

Answer	Neighborhood
-----	-----
GOOD	BAYVIEW
GOOD	DOWNTOWN/CIVIC CTR
GOOD	EXCELSIOR
GOOD	NOE VALLEY
GOOD	POTRERO HILL
GOOD	WESTERN ADDITION
FAIR	CHINATOWN
FAIR	DIAMOND HEIGHTS
FAIR	HAIGHT ASHBURY
FAIR	LAKESHORE
FAIR	MISSION
FAIR	PACIFIC HEIGHTS
FAIR	PARKSIDE
FAIR	RICHMOND
FAIR	SOUTH OF MARKET
POOR	NORTHBEACH
POOR	OUTER MISSION
POOR	SUNSET
POOR	UPPER MARKET
POOR	VISITATION VALLEY
POOR	WEST PORTAL



10. How would you rate the quality of the taxi's telephone service ?

Answer	Neighborhood
-----	-----
GOOD	BAYVIEW
GOOD	EXCELSIOR
GOOD	HAIGHT ASHBURY
GOOD	LAKESHORE
GOOD	MISSION
GOOD	NOE VALLEY
GOOD	NORTHBEACH
GOOD	OUTER MISSION
GOOD	PACIFIC HEIGHTS
GOOD	POTRERO HILL
GOOD	UPPER MARKET
GOOD	VISITATION VALLEY
FAIR	CHINATOWN
FAIR	DOWNTOWN/CIVIC CTR
FAIR	PARKSIDE
FAIR	RICHMOND
FAIR	SUNSET
POOR	DIAMOND HEIGHTS
POOR	SOUTH OF MARKET
POOR	WESTERN ADDITION
NR	WEST PORTAL

\* NR = No Response



11. Are you of aware of other services that taxi's have to offer such as ParaTransit or Share a Ride

Answer	Neighborhood
-----	-----
NO	BAYVIEW
NO	CHINATOWN
NO	DIAMOND HEIGHTS
NO	DOWNTOWN/CIVIC CTR
NO	EXCELSIOR
NO	HAIGHT ASHBURY
NO	LAKESHORE
NO	MISSION
NO	NOE VALLEY
NO	NORTHBEACH
NO	OUTER MISSION
NO	PACIFIC HEIGHTS
NO	PARKSIDE
NO	POTRERO HILL
NO	SOUTH OF MARKET
NO	SUNSET
NO	UPPER MARKET
NO	WEST PORTAL
NO	WESTERN ADDITION
YES	RICHMOND
YES	VISITATION VALLEY



12. Do you know how to report a taxi complaint ?

Answer	Neighborhood
-----	-----
NO	BAYVIEW
NO	CHINATOWN
NO	DIAMOND HEIGHTS
NO	DOWNTOWN/CIVIC CTR
NO	EXCELSIOR
NO	HAIGHT ASHBURY
NO	LAKESHORE
NO	MISSION
NO	NOE VALLEY
NO	NORTHBEACH
NO	OUTER MISSION
NO	PACIFIC HEIGHTS
NO	PARKSIDE
NO	POTRERO HILL
NO	SOUTH OF MARKET
NO	SUNSET
NO	VISITATION VALLEY
NO	WEST PORTAL
NO	WESTERN ADDITION
YES	RICHMOND





13. Have you ever requested a cab and have none arrive ?

Answer	Neighborhood
-----	-----
NO	CHINATOWN
NO	EXCELSIOR
NO	HAIGHT ASHBURY
NO	MISSION
NO	NOE VALLEY
NO	PACIFIC HEIGHTS
NO	RICHMOND
NO	SOUTH OF MARKET
NO	UPPER MARKET
NO	VISITATION VALLEY
YES	BAYVIEW
YES	DIAMOND HEIGHTS
YES	DOWNTOWN/CIVIC CTR
YES	LAKESHORE
YES	NORTHBEACH
YES	OUTER MISSION
YES	PARKSIDE
YES	POTRERO HILL
YES	SUNSET
YES	WEST PORTAL
YES	WESTERN ADDITION



14. Have you ever been refused a cab ride because of your destination?

Answer	Neighborhood
-----	-----
NO	BAYVIEW
NO	CHINATOWN
NO	DIAMOND HEIGHTS
NO	DOWNTOWN/CIVIC CTR
NO	EXCELSIOR
NO	HAIGHT ASHBURY
NO	LAKESHORE
NO	MISSION
NO	NOE VALLEY
NO	NORTHBEACH
NO	OUTER MISSION
NO	PACIFIC HEIGHTS
NO	PARKSIDE
NO	RICHMOND
NO	SOUTH OF MARKET
NO	SUNSET
NO	UPPER MARKET
NO	WEST PORTAL
NO	WESTERN ADDITION
YES	POTRERO HILL
YES	VISITATION VALLEY



15. How many days per week does a cab not arrive after a formal telephone request?

Answer	Neighborhood
-----	-----
1 TO 2	CHINATOWN
1 TO 2	DOWNTOWN/CIVIC CTR
1 TO 2	HAIGHT ASHBURY
1 TO 2	MISSION
1 TO 2	NORTHBEACH
1 TO 2	PARKSIDE
1 TO 2	SOUTH OF MARKET
1 TO 2	WESTERN ADDITION
3 TO 4	BAYVIEW
NR	DIAMOND HEIGHTS
NR	EXCELSIOR
NR	LAKESHORE
NR	NOE VALLEY
NR	OUTER MISSION
NR	PACIFIC HEIGHTS
NR	POTRERO HILL
NR	RICHMOND
NR	SUNSET
NR	UPPER MARKET
NR	VISITATION VALLEY
NR	WEST PORTAL

\* NR = No Response



16. How long do you wait before determining that the cab will not show?

Answer	Neighborhood
-----	-----
5 TO 10 MIN	DIAMOND HEIGHTS
5 TO 10 MIN	UPPER MARKET
15 TO 20 MIN	CHINATOWN
15 TO 20 MIN	DOWNTOWN/CIVIC CTR
15 TO 20 MIN	HAIGHT ASHBURY
15 TO 20 MIN	MISSION
15 TO 20 MIN	NOE VALLEY
15 TO 20 MIN	OUTER MISSION
15 TO 20 MIN	PACIFIC HEIGHTS
15 TO 20 MIN	SOUTH OF MARKET
15 TO 20 MIN	WESTERN ADDITION
25 TO 30 MIN	NORTHBEACH
25 TO 30 MIN	PARKSIDE
25 TO 30 MIN	POTRERO HILL
25 TO 30 MIN	SUNSET
25 TO 30 MIN	VISITATION VALLEY
OVER 30 MIN	BAYVIEW
OVER 30 MIN	EXCELSIOR
OVER 30 MIN	LAKESHORE
OVER 30 MIN	RICHMOND
NR	WEST PORTAL

\* NR = No Response





17. When a cab fails to appear, what do you do?

Answer	Neighborhood
-----	-----
CALL AGAIN	CHINATOWN
CALL AGAIN	DIAMOND HEIGHTS
CALL AGAIN	DOWNTOWN/CIVIC CTR
CALL AGAIN	HAIGHT ASHBURY
CALL AGAIN	LAKESHORE
CALL AGAIN	NOE VALLEY
CALL AGAIN	OUTER MISSION
CALL AGAIN	SOUTH OF MARKET
CALL AGAIN	UPPER MARKET
CALL AGAIN	VISITATION VALLEY
CALL AGAIN	WESTERN ADDITION
FIND OTHER MEANS	BAYVIEW
FIND OTHER MEANS	EXCELSIOR
FIND OTHER MEANS	MISSION
FIND OTHER MEANS	NORTHBEACH
FIND OTHER MEANS	PACIFIC HEIGHTS
FIND OTHER MEANS	PARKSIDE
FIND OTHER MEANS	POTRERO HILL
FIND OTHER MEANS	RICHMOND
FIND OTHER MEANS	SUNSET
FIND OTHER MEANS	WEST PORTAL



18. When a cab fails to appear do you follow-up with a complaint call ?

Answer	Neighborhood
-----	-----
NO	BAYVIEW
NO	CHINATOWN
NO	DIAMOND HEIGHTS
NO	DOWNTOWN/CIVIC CTR
NO	LAKESHORE
NO	NORTHBEACH
NO	OUTER MISSION
NO	PARKSIDE
NO	POTRERO HILL
NO	RICHMOND
NO	SOUTH OF MARKET
NO	SUNSET
NO	UPPER MARKET
NO	VISITATION VALLEY
NO	WESTERN ADDITION
YES	EXCELSIOR
YES	HAIGHT ASHBURY
YES	NOE VALLEY
YES	PACIFIC HEIGHTS
NR	WEST PORTAL

\* NR = No Response





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